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## L3HARRIS OVERVIEW

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February 2021

**PRESENTER NAME [BOLD, ALL CAPS] | Presenter Title**  
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Statements in this presentation that are not historical facts are forward-looking statements that reflect management's current expectations, assumptions and estimates of future performance and economic conditions. Such statements are made in reliance on the safe harbor provisions of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements in this presentation include but are not limited to: statements regarding synergies, synergy or free cash flow targets, value creation or cash flow growth; statements regarding shareholder friendly capital allocation, including dividend and share repurchase expectations; statements regarding organizational model or leveraging cross segment capabilities; statements regarding revenue growth or margin expansion; statements regarding the company's solutions or capabilities; other statements about the combination of L3 and Harris and anticipated benefits therefrom, including estimated synergies, the effects of the combination, including on future financial and operating results, and the integration of operations; and other statements regarding outlook or that are not historical facts. 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# L3Harris – a technology innovator



**Bill Brown**

Chairman and CEO

**Chris Kubasik**

Chief Operating Officer

“ L3Harris has the scale, resources and capabilities to provide affordable, innovative and rapidly fielded solutions to address our customers’ critical mission needs. ”

– Bill Brown

“ As L3Harris we will push technology boundaries and focus our resources where they will have the biggest impact for our customers. We’ll move fast to meet customer needs. ”

– Chris Kubasik

 Watch Video

# L3Harris – committed to excellence



# L3HARRIS™

L3Harris Technologies is an agile global aerospace and defense technology innovator, delivering end-to-end solutions that meet customers' mission-critical needs. The company provides advanced defense and commercial technologies across air, land, sea, space and cyber domains. L3Harris has approximately \$18 billion in annual revenue and 48,000 employees, with customers in more than 100 countries. [L3Harris.com](https://www.l3harris.com).

Diversified business mix	Strong customer relationships	Talent and culture of innovation	Global scale in more than 100 countries
<div><p>Sub</p><p>Prime</p><p>Cost Plus</p><p>Fixed Price</p></div>	<div><p>International</p><p>DoD</p><p>U.S.</p><p>Other</p></div>	<div><p>~19.0</p><p>~24.0</p><p>Engineers &amp; Scientists ('000s)</p><p>Cleared personnel ('000s)</p></div>	<div></div>



# Four mission-aligned segments



## Integrated Mission Systems

**\$5.5B**



**Sean Stackley**  
President,  
Integrated Mission  
Systems

Leading technology integrator to U.S. and international militaries for complex ISR airborne and maritime platforms

**Headquarters**  
Palm Bay, Florida



## Space & Airborne Systems

**\$4.9B**



**Ed Zoiss**  
President,  
Space & Airborne  
Systems

Mission solutions for space and airborne domain with defense, intelligence and commercial applications

**Headquarters**  
Palm Bay, Florida



## Communication Systems

**\$4.4B**



**Dana Mehnert**  
President,  
Communication  
Systems

Secure ground and airborne communications and network systems for U.S. military, international forces and commercial customers

**Headquarters**  
Rochester, New York



## Aviation Systems

**\$3.4B**



**Todd Gautier**  
President,  
Aviation Systems

Commercial and military aviation solutions, systems, networks and pilot training

**Headquarters**  
Arlington, Texas



# Global footprint\*



~350  
LOCATIONS



CUSTOMERS IN  
MORE THAN  
100  
COUNTRIES



~48K  
EMPLOYEES



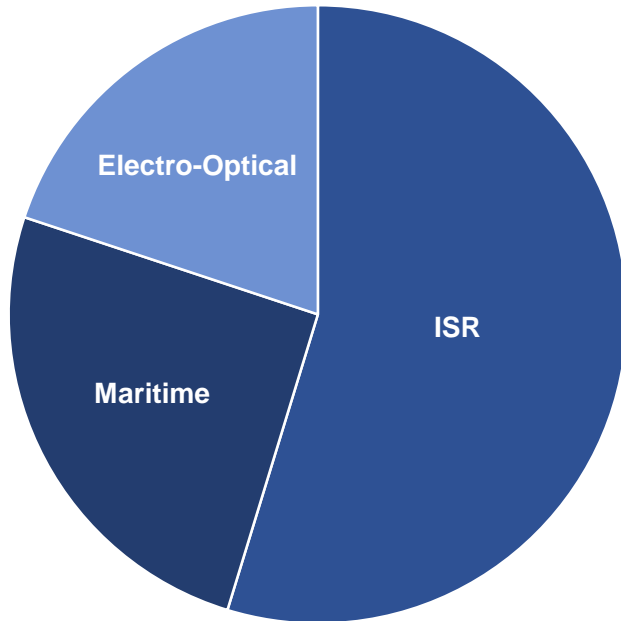
\*LOCATIONS IN  
~30  
COUNTRIES

# Integrated Mission Systems



2020  
Revenue  
**\$5.5B**

2019  
Op Margin  
**~12.9%**



## ISR

Advanced integrated communications intelligence (COMINT), electronic intelligence (ELINT) and targeting mission systems for strategic and tactical aircraft platforms



## Maritime

Electrical and electronic systems and integration for large naval platforms



## Electro-Optical

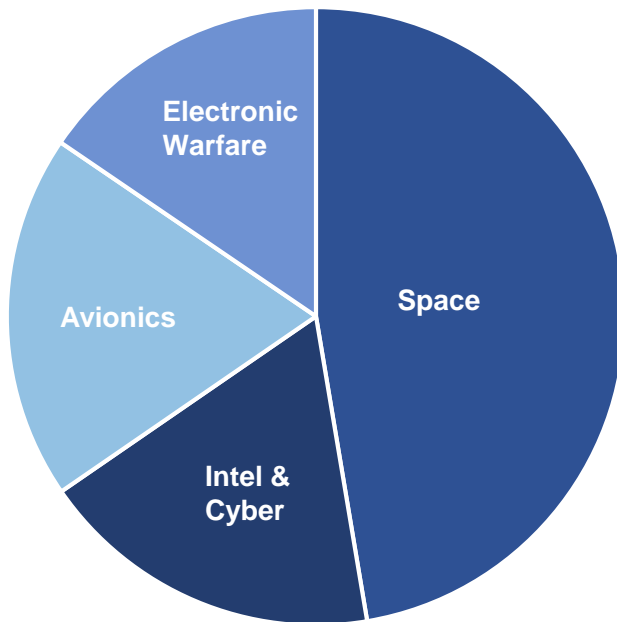
Advanced Electro-Optic / Infrared (EO/IR), laser imaging and targeting sensor systems

# Space and Airborne Systems



2020  
Revenue  
**\$4.9B**

2019  
Op Margin  
**~18.5%**



## Space

Payloads, sensors and full-mission solutions for classified, civil and commercial customers



## Intel and Cyber

Situational awareness, optical networks and advanced wireless solutions



## Avionics

Sensors, hardened electronics, release systems, data links and antennas supporting fixed wing and rotary platforms



## Electronic Warfare

Multi-spectral situational awareness, threat warning and countermeasures capabilities for airborne and maritime platforms

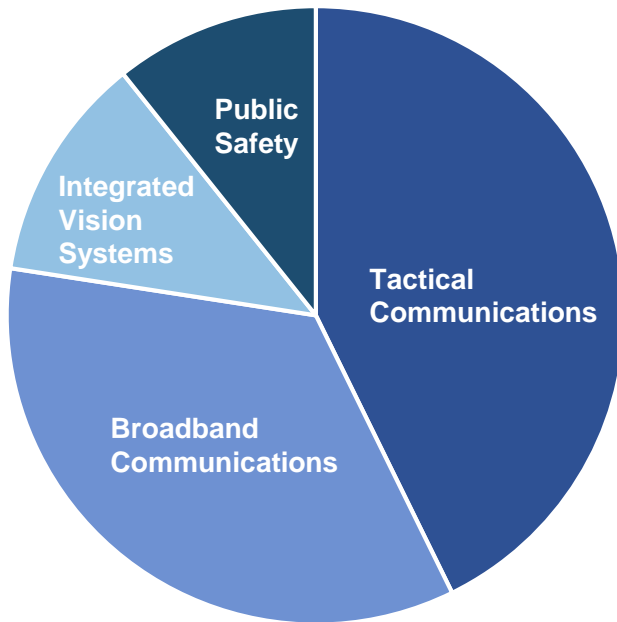


# Communication Systems



2020  
Revenue  
**\$4.4B**

2019  
Op Margin  
**~22.3%**



## Tactical Communications

Radio communications, SATCOM terminals and battlefield management networks for U.S. and international defense customers



## Broadband Communications

Secured mobile networked communication equipment and integration



## Integrated Vision Systems

Full suite of helmet and weapon-mounted integrated systems for U.S. and international customers



## Public Safety

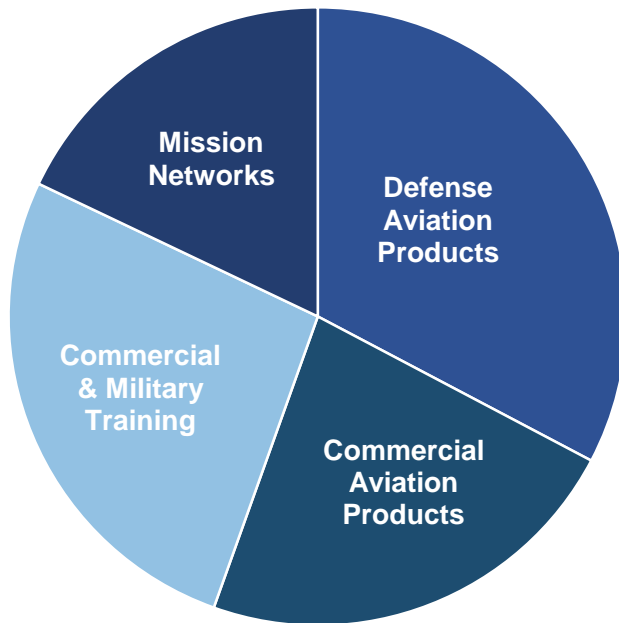
Radios, applications and equipment for critical public safety and professional communications

# Aviation Systems



2020  
Revenue  
**\$3.4B**

2019  
Op Margin  
**~12.4%**



## Defense Aviation Products

Precision engagement sensors and systems; small UAVs, antennas and arrays; RF amplifiers and microwave devices



## Commercial Aviation Products

Airport security & detection solutions and airborne avionics products—traffic collision avoidance, flight recorders



## Commercial and Military Training

Flight and maintenance simulation, pilot training to military customers, FAA, and global airlines



## Mission Networks

Communications and networking solutions for FAA and international air national service providers

# Technology leadership



## ACTIONABLE INTELLIGENCE

Full spectrum sensors, data analytics & tools to capture, distribute, process and analyze data.

- Surveillance
- Signal Intelligence
- Integrated ISR
- Optical tracking
- EO/IR Sensors
- Small satellites
- Exquisite RF & Optical sensors
- Satellite imaging
- Electronic Warfare



Our Signals Intelligence systems have delivered customers with near real-time intelligence for more than 50 years

## SPECTRUM SUPERIORITY

Technology used to operate, obstruct, observe and obscure across the electromagnetic spectrum.

- Integrated Battle Management
- Sensors
- Electronic Warfare
- Power Distribution
- Protected / Contested Comms
- Data Links
- Tactical Comms
- Networking
- Space protection
- Transceivers
- Public Safety Systems

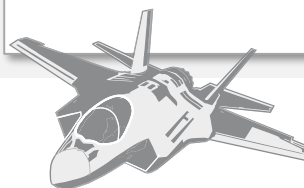


More than **one million** tactical radios delivered to military personnel around the world

## WARFIGHTER EFFECTIVENESS

Technologies to enable successful missions. Platform systems integration; unmanned systems, weapons and integrated support.

- Unmanned Systems
- Counter UAS
- Integrated Battle Management
- Robotics
- Avionics
- Cyber intelligence
- Soldier systems
- Precision Weapons



Delivered more than **one million** components for the F-35

## SAFE AND SECURE SKIES

Simulators, trainers and service offerings for military and commercial customers. Security and detection systems.

- Network management
- Ground/Air communication
- Weather
- Security & Detection
- Air Traffic Tracking & Surveillance
- Pilot Training
- Flight simulators



More than **75,000** training hours and **1,200** Aircrew Students Trained annually on Predator and Reaper Mission Aircrew Training System (PMATS)

# An agile innovator

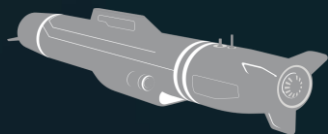


Developed the WESCAM MX Series sensors which are the “eyes” of over 360 different types of platforms across the air, land and sea domains

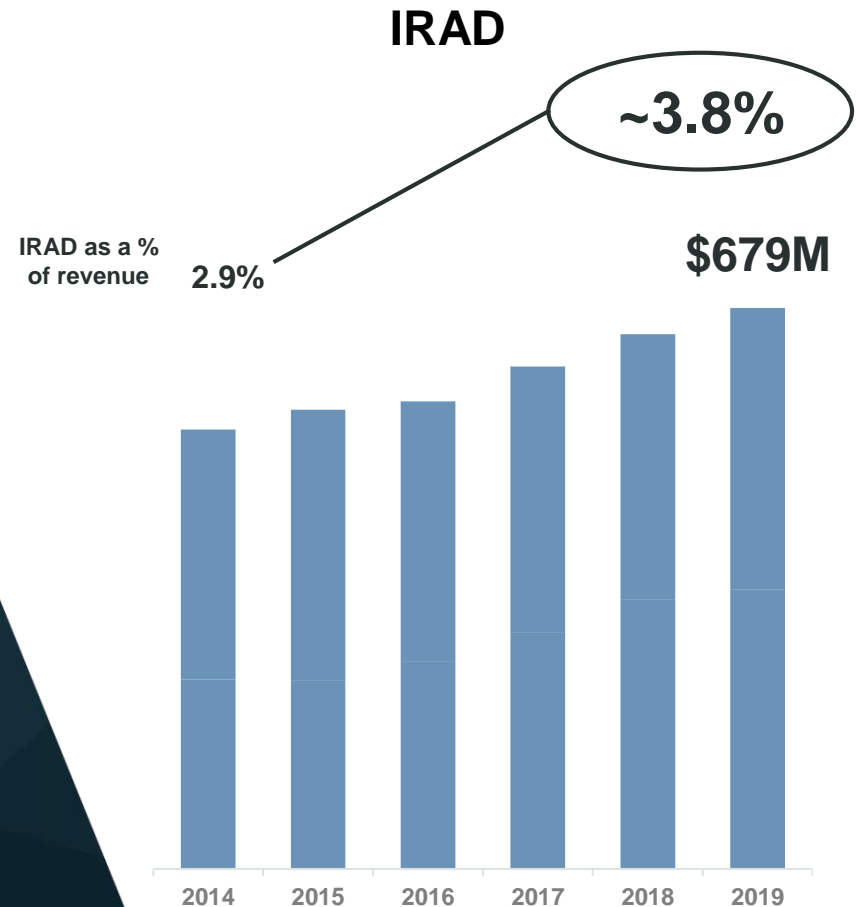
Pioneered the high-energy beam director for every major U.S. Directed Energy systems



Awarded over 3K patents to L3Harris engineers and scientists



Delivered more than 300 autonomous unmanned undersea vehicles (UUVs) to our customers, expanding the reach and mission capability of remotely operated vehicles





# Our values



## Integrity

- Accountable
- Ethical
- Honest

## Excellence

- Flawless Execution
- Customer-Focused
- Innovative

## Respect

- Safe & Sustainable
- Community-Minded
- Inclusive

# Our operating principles



## One company

- › One team – common goals, objectives and values
- › Empowered, accountable and transparent people
- › A clearly articulated strategy
- › Leading in core growth markets and technologies

## The power of the enterprise

- › Strategic investments in innovation
- › Enterprise-wide systems, processes and policies
- › Talent is a company-wide asset
- › Use scale to drive efficiency and growth
- › Best practices shared company-wide

## Committed to speed and excellence

- › Unwavering focus on customer quality and on-time delivery
- › Continuous improvement as a way of life
- › Fact-based decision-making



# Our people





# Our community



L3Harris is committed to driving positive change in our communities through strategic giving and volunteerism

## Giving in focus areas:

- STEM – inspiring the next generation of scientists and engineers
- Mission-Aligned – supporting our customers mission including first responders, veterans and their families
- Community – being active citizens in our local communities

## Employee volunteerism:

L3Harris supports employee volunteer efforts in the communities where we live and work.





# Conclusion



## Aerospace & Defense Leader

L3Harris is a leading aerospace and defense technology innovator – with the scale and ability to deliver world-class systems and drive cost savings to provide customers' with advanced, integrated mission-solutions

## Customers' First Choice for Mission Solutions

Industry leading R&D investment. Innovative, affordable, solutions delivered with agility, speed and flawless precision

## Enterprise Excellence

Consistent enterprise-wide systems, processes and policies. Fact-based decision-making with a relentless focus on continuous improvement. Commitment to our values of Integrity, Excellence and Respect

## High-Performance Culture

A diverse and inclusive work environment with career opportunities. Rewards aligned with performance and contributions. Committed to sustainability and supporting the community

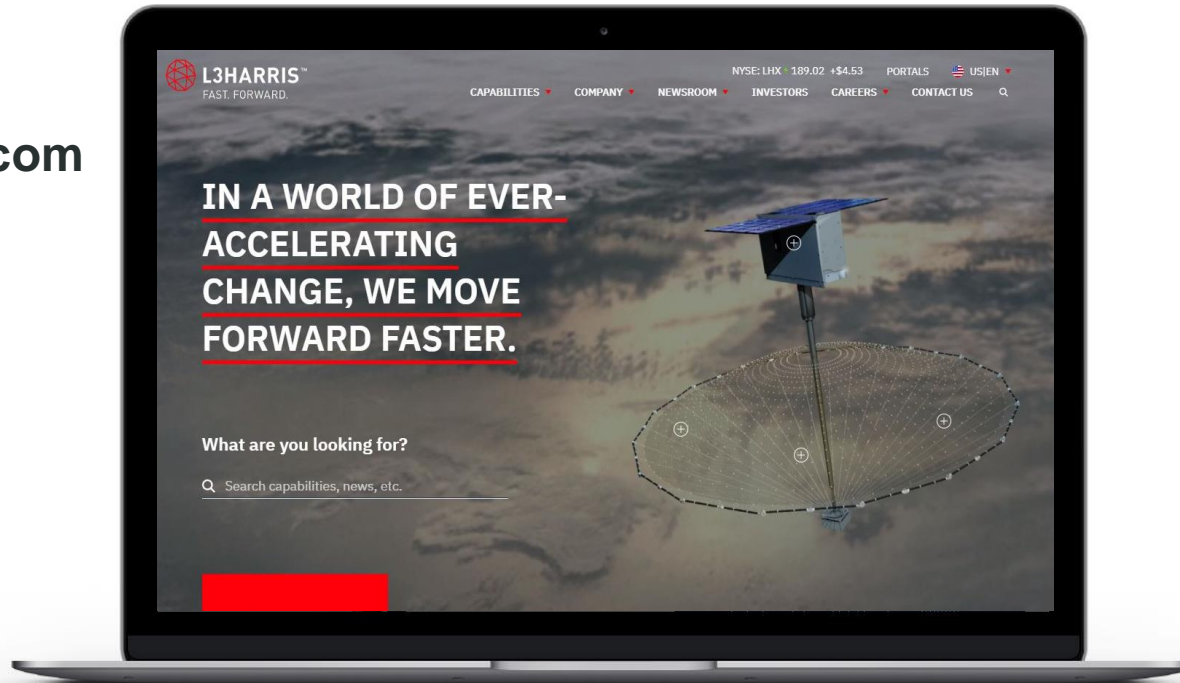
## Industry-Leading Returns to Shareholders

Strong financial outlook and returns to shareholders. Robust cash flow. Disciplined stewards of capital

# Engage with L3Harris



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